

# EMERGENCY WORKFORCE MANAGEMENT PLAN

Department of General Services



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Commissioner  
Revised March 14, 2011

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## INTRODUCTION

The Emergency Workforce Management Plan has been designed to provide direction during an emergency situation. The plan does not cover every conceivable situation but does provide basic procedural guidelines necessary to deal with most emergencies. Emergency response operations will be conducted within the framework of these guidelines. Unique building-by-building emergency plans may be developed and implemented by each division as required.

Workforce management events which might affect the operation of state government can be categorized in two ways:

**Short term events** – a natural disaster or localized emergency of some type (tornado, flood, localized terror attack)

**Long-term events** – earthquake, pandemic, large scale attack or loss of a large percentage of the workforce due to extended wartime operations

The COOP and the Emergency Workforce Management Plan are designed to work independently or together, whichever is most appropriate for the current situation. The Commissioner or ranking staff member will make that decision as appropriate. Chain of command and communication strategies are the same for both plans in order to quickly facilitate information sharing regardless of how implementation is being managed.

Under the direction of the appropriate member of the agency's executive leadership team, each programmatic area within General Services has a chain of command which will function during routine activity and during any short term event in which the COOP may be implemented but the agency's workforce remains substantially intact.

In the event of a declared emergency in which state government is forced to reduce services or in which less than 75% of the agency's workforce is available, the Emergency Workforce Management Plan may be implemented by order of the Commissioner and the Commissioner's Office and its divisions will be designated as mission critical.

## EXECUTIVE SUMMARY

The Department of General Services is the principal agency charged with providing a wide variety of support services to other agencies of state government. The constant objective of this department is to provide the best quality of programs and services. This, in turn, enables other state agencies to operate more efficiently and more cost effectively. Continuing efforts aimed at achieving this objective include: negotiating the best possible contracts for purchasing needed goods and services, ensuring effectiveness of building management operations, streamlining procedures, utilizing new technology to improve efficiency of operations, consolidating services, holding educational seminars and workshops for user agencies, and identifying the need for new programs and services.

The Office of the Commissioner includes: the department head, the professional and clerical staff who support the office, the Deputy Commissioner, the Assistant Commissioners, the Office of Internal Audit, Office of General Counsel, Office of Information Technology Services, Printing and Media Services, Warehouse Administration, Property Utilization, Records Management, and the Office of Human Resources.

In the event of an emergency situation affecting the State of Tennessee, whether localized or statewide, two things will be equally important: the state's ability to provide public health and emergency response, and General Services' ability to continue to provide critical functions and services of state government throughout the event. Meeting these two goals will require having trained employees in place as necessary, as well as having a plan to temporarily replace employees who may be prevented from working due to illness or other circumstances beyond their control.

The changing threat environment and recent emergencies, including localized natural disasters, accidents, technological emergencies, public health emergencies and military or terrorist attack-related incidents, have shifted awareness to the need for COOP capabilities that enable agencies to continue their critical functions across a broad spectrum of emergencies.

This Emergency Workforce Management Plan, which General Services will complete annually along with its COOP update, will serve as the agency's **human capital guide** for operations in the event of a disaster and/or loss of a large percentage of the workforce.

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## CRITICAL FUNCTIONS

Critical functions for General Services are housed in twelve distinct divisions of the agency: Commissioner's Office, Purchasing, Motor Vehicle Management, Warehouse Administration, Property Services Management, Human Resources, Postal Services, Printing & Media Services, Office of Assurance and Technology, Records Management, Diversity Business Enterprise, Office of Legal Counsel and Office of Financial Management.

The essential functions needed to accomplish the missions of The Department of General Services and the critical daily functions that the state must provide are listed below.

C1 – Catastrophic impact on the agency or more than one division

C2 – Catastrophic impact on one division

C3 – Catastrophic impact on an individual

M1 – Moderate impact on agency

M2 – Moderate impact on some divisions

M2 – Minor impact

<b>Division</b>	<b>Critical Function</b>	<b>Agency Impact</b>	<b>Perform from Remote Location</b>
Commissioner's Office	Provide overall executive leadership and guidance for Purchasing, Motor Vehicle Management, Warehouse Administration, Property Services Management, Human Resources, Postal Services, Printing & Media Services, Assurance & Technology, Records Management, Diversity Business Enterprise, Legal Counsel, and Financial Management	C1	Yes
Commissioner's Office	Provide communication and information for General Services employees and for other state employees as necessary in conjunction with Governor's Communications Office, TEMA and/or Department of Health	C1	Yes
Commissioner's Office	Provide data and information regarding state facilities to Governor's Communications Office and other interested parties during and after critical time periods	C1	Yes

Purchasing	Procurement of items and resources needed for emergency operations and ensuring the continuity of supply	C1	Yes
Motor Vehicle Management	Provide emergency vehicle allocation, managing and monitoring fuel activation cards, and processing vendor invoices	C1	Yes
Warehouse Administration	Managing storage and retrieval control, delivery of goods, shipment transferring and document recording	C1	Yes
Property Services Management	Provide communication equipment and repair, conduct damage safety assessment of buildings, assist with logistics operations; maintain building operations of fire alarm systems, lighting, elevators, heating and cooling systems, and provide building security service	C1	Yes
Human Resources	Provide overall Human Resources leadership and consultation/planning regarding HR policy, procedures, and practices before, during and after critical time periods such as, providing temporary staffing, ensure accuracy of employee payroll and supplemental payments, process medical/dental/life insurance documents	C1	Yes
Postal Services	Provide internal mail and messenger services and facilitates; handling of U.S. mail with daily pickup/delivery services including courier services to State Capitol	C1	Yes
Printing & Media Services	Provide emergency printing as necessary, image manipulation, report covers, posters, and emergency stock photos	C1	Yes
Office of Assurance and Technology	Ensure servers and applications available via network; ensure VPN accounts and desktops are fully functional and contain all applicable hardware and software; reserve IPS and firewalls; provide user access for appropriate files; provide technical support for applications, and consulting for application maintenance	C1	Yes

Records Management	Maintain preservation of records by tracking management and inventory of physical records as needed during the critical stages of the emergency	C1	Yes
Diversity Business Enterprise	Provide list of minority owned, woman owned and small businesses and service disabled veterans to provide potential sources for various goods, supplies, equipment and services to the state of Tennessee during the emergency and provide recommendation to appropriate state agencies of available certified business of which to source for procurement and contract activity that will lead the state into full recovery	C1	Yes
Office of Legal Counsel	Provide guidance regarding potential legal implications during the emergency crisis and provide legal guidance to assure the adequacy of actions taken; plan for legal implications of responsibilities towards employee's safety and welfare	C1	Yes
Office of Financial Management	Office of Finance Management-Coordinates emergency purchasing; initiates a record-keeping system for all expenditures associated with emergency operations. Collect cost estimates of emergency purchasing and identifying funds available to meet emergency needs, and provide budget accounts for emergency spending, auditing of vendor invoices and processing of payroll transactions	C1	Yes

## CHAIN OF COMMAND

### COMMISSIONER'S OFFICE

**Commissioner**—has total responsibility for all functions/operations of the agency, complete signature authority, complete purchasing authority, ability to appoint or reassign staff within the agency, etc.

**Deputy Commissioner**—in the routine absence of the Commissioner or in the event of declared emergency where the Commissioner is not on site or immediately available, assumes responsibility for all functions/operations of the agency, has complete signature and purchasing authority, ability to appoint or reassign staff within the agency, etc.

**Assistant Commissioner**—has full signature and purchasing authority, ability to appoint or reassign staff within the agency. In the event of a declared emergency where neither the Commissioner nor the Deputy Commissioner are on site or immediately available, assumes responsibility for mission critical agency functions and operations.

**Audit Director** – has limited signature authority, ability to designate work areas or reassign staff to different areas, and limited purchasing authority. Position would not have hiring authority.

**Legal Counsel**-has full signature and purchasing authority, ability to appoint or reassign staff within the agency. In the event of a declared emergency where the Commissioner, Deputy Commissioner nor the Assistant Commissioner are on site or immediately available, assumes responsibility for mission critical agency functions and operations.

### PURCHASING DIVISION

**Director of Purchasing**-has full authority to guide the acquisition process and full authority to reassign staff within division.

**Assistant Director**- in routine absence of the Director has full authority to guide the acquisition process and full authority to reassign staff within division.

**Purchasing Administrator**- in routine absence of the Assistant Director has full authority to guide the acquisition process and full authority to reassign staff within division.

**Purchasing Consultant**- in routine absence of the Purchasing Administrator has full authority to guide the acquisition process and full authority to reassign staff within division.



## MOTOR VEHICLE MANAGEMENT

**Director of MVM**-has full authority of managing vehicle fleet in processing of fleet purchases, requisitions' for replacement of fleet and approving and disapproving fuel activation; full authority to reassign staff within the division.

**Assistant Director**-in routine absence of the Director has full authority of managing vehicle fleet in processing of fleet purchases, requisitions' for replacement of fleet and approving and disapproving fuel activation; full authority to reassign staff within the division.

**Fleet Supervisor 2**-in routine absence of the Assistant Director has full authority of managing vehicle fleet in processing of fleet purchases, requisitions' for replacement of fleet and approving and disapproving fuel activation; full authority to reassign staff within the division

**Administrative Assistant 4**- in routine absence of the Fleet Supervisor 2 has full authority of managing vehicle fleet in processing of fleet purchases, requisitions' for replacement of fleet and approving and disapproving fuel activation; full authority to reassign staff within the division

**Fleet Supervisor 2 Operations**-in routine absence of the Administrative Assistant 4 has full authority of managing vehicle fleet in processing of fleet purchases, requisitions' for replacement of fleet and approving and disapproving fuel activation; full authority to reassign staff within the division.

## WAREHOUSE ADMINISTRATION

**Director of Warehouse Administration**-has full authority of managing storage and retrieval control of goods including shipment transferring and document recording; full authority to reassign staff within the division.

**Assistant Director**-in routine absence of the Director has full authority of managing storage and retrieval control of goods including shipment transferring and document recording; full authority to reassign staff within the division.

**Operations Manager**-in routine absence of the Assistant Director has full authority of managing storage and retrieval control of goods including shipment transferring and document recording; full authority to reassign staff within the division.

**Procurement Officer**-in routine absence of the Operations Manager has full authority of managing storage and retrieval control of goods including shipment transferring and document recording; full authority to reassign staff within the division.

**Administrative Assistant 3**-in routine absence of the Procurement Officer has full authority of managing storage and retrieval control of goods including shipment transferring and document recording; full authority to reassign staff within the division.

## **PROPERTY SERVICES MANAGEMENT DIVISION**

**Director of PSM**-has full authority of total management of tenant complexes for repair, maintenance, and construction of facilities equipment and structure for safe, secure and proper operations; full authority to reassign staff within the division.

**Assistant Director**-in routine absence of the Director of has full authority of total management of tenant complexes for repair, maintenance, and construction of facilities equipment and structure for safe, secure and proper operations; full authority to reassign staff within the division.

**Chief of Operations**-in routine absence of the Assistant Director of has full authority of total management of tenant complexes for repair, maintenance, and construction of facilities equipment and structure for safe, secure and proper operations; full authority to reassign staff within the division.

## **HUMAN RESOURCES DIVISION**

**Human Resources Director**-has full authority of implementation of emergency strategies and administering personnel policies and procedures; full authority to reassign staff within the division.

**Human Resource Manager**-in routine absence of the Human Resource Director has full authority of implementation of emergency strategies and administering personnel policies and procedures; full authority to reassign staff within the division.

**Human Resource Analyst**-in routine absence of the Human Resource Manager has full authority of implementation of emergency strategies and administering personnel policies and procedures; full authority to reassign staff within the division.

## POSTAL SERVICES DIVISION

**Director**-has full authority of maintaining operations and applications of U.S. mail services for state agencies in accordance with USPS rules and regulations for internal administration distribution; full authority to reassign staff within the division.

**Mail Services Manager**-in routine absence of the Director has full authority of maintaining operations and applications of U.S. mail services for state agencies in accordance with USPS rules and regulations for internal administration distribution; full authority to reassign staff within the division.

**Administrative Services Assistant-5**-in routine absence of the Mail Services Manager has full authority of maintaining operations and applications of U.S. mail services for state agencies in accordance with USPS rules and regulations for internal administration distribution; full authority to reassign staff within the division

**Mail Services Supervisor**-in routine absence of the Administrative Services Assistant 5 has full authority of maintaining operations and applications of U.S. mail services for state agencies in accordance with USPS rules and regulations for internal administration distribution ; full authority to reassign staff within the division

**Mail Tech II**-in routine absence of the Mail Services Supervisor- has full authority of maintaining operations and applications of U.S. mail services for state agencies in accordance with USPS rules and regulations for internal administration distribution; full authority to reassign staff within the division

## PRINTING & MEDIA SERVICES DIVISION

**Director**-has full authority to serve all three branches of state government providing printing production and maintaining inventory control for all order entries and establishing time sensitive delivery; full authority to reassign staff within the division

**Assistant Director**-in routine absence of the Director has full authority to serve all three branches of state government providing printing production and maintaining inventory control for all order entries and establishing time sensitive delivery ; full authority to reassign staff within the division

**Administrative Manager**-in routine absence of the Assistant Director has full authority to serve all three branches of state government providing printing production and maintaining inventory control for all order entries and establishing time sensitive delivery; full authority to reassign staff within the division

## OFFICE OF ASSURANCE & TECHNOLOGY SERVICES

**Director**-has full authority to conduct risk assessment on business processes; establishing contract audit and special operational reports, conducting audit test controls of security and technology processes to ensure practices are in compliance with policies and procedures; maintain network and computing operations and secure critical data and information resources; full authority to reassign staff within the division.

**Audit Manager**-in routine absence of the Director has full authority to conduct risk assessment on business processes; establishing contract audit and special operational reports, conducting audit test of controls to ensure practices are in compliance with policies and procedures; full authority to reassign staff within the division.

**Information Systems Manager (Security Manager)**-in routine absence of Director has full authority to conduct audit test controls of security and technology processes to ensure practices are in compliance with policies and procedures; maintain network and computing operations and secure critical data and information resources; full authority to reassign staff within the division.

## RECORDS MANAGEMENT DIVISION

**Director**-has full authority to maintain records reporting and inventory tracking for document management; full authority to reassign staff within the division.

**Assistant Director**-in routine absence of Director has full authority to maintain records reporting and inventory tracking for document management; full authority to reassign staff within the division.

**Records Management (Operations)**-in routine absence of Assistant Director has full authority to maintain records reporting and inventory tracking for document management; full authority to reassign staff within the division.

## GOVERNOR'S OFFICE OF DIVERSITY BUSINESS ENTERPRISE

**Director**-has full authority to manage the diversity business enterprise listing of suppliers for fair and equal opportunity for diversity businesses to participate in state procurement emergency activity and contract awards; full authority to reassign staff within the division.

**Administrative Services Assistant V**-in routine absence of the Director has full authority to manage the diversity business enterprise listing of suppliers for fair and equal opportunity for diversity businesses to participate in state procurement emergency activity and contract awards; full authority to reassign staff within the division.

**Administrative Services Assistant IV**-in routine absence of the Administrative Services Assistant V has full authority to manage the diversity business enterprise listing of suppliers for fair and equal opportunity for diversity businesses to participate in state procurement emergency activity and contract awards; full authority to reassign staff within the division.

## **OFFICE OF LEGAL COUNSEL**

**General Counsel**- provides a full range of legal services to the Commissioner of General Services and to the Department of General Services. The primary role is ensuring the Department conducts its business in a legal fashion complying with the law; keeping it legal and keeping it working.

**Staff Attorney**- has the same authority as General Counsel in the absence of General Counsel.

**Attorney General's Office**- has authority in the absence of General Counsel and Staff Attorney.

## **OFFICE OF FINANCIAL MANAGEMENT SERVICES DIVISION**

**Director**-has full authority of fiscal services and policy support of financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, and financial advisory; full authority to reassign staff within the division

**Assistant Director**-in routine absence of the Director has full authority of fiscal services and policy support of financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, and financial advisory; full authority to reassign staff within the division

**Accounting Manager**-in routine absence of the Assistant Director has full authority of fiscal services and policy support of financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, and financial advisory; full authority to reassign staff within the division

**Accountant 3**-in routine absence of the Accounting Manager has full authority of fiscal services and policy support of financial reporting, budgeting, transaction analysis, cost allocation, payroll transaction, accounts maintenance, and financial advisory; full authority to reassign staff within the division.

## **WORKFORCE MANAGEMENT/REPLACEMENT**

In the event of any emergency lasting more than a few days, services provided by the Department of General Services will become critical and there will be a need to coordinate with other state agencies to provide support services or there is a possibility that we may need to procure outside personnel. These services include procurement of equipment and material, building management, motor vehicle and equipment management, surplus property utilization, printing and photographic, postal services and record management. Disseminating information, fielding questions from agencies and employees, primarily at the beginning of an emergency situation, may also require a commitment to staffing all divisions of the Department of General Services.

Critical functions which can be accomplished from remote locations are identified in the chart on pages 1, 2 and 3. To ensure continuity of services some of the functions may require that employees' be onsite partially or work remotely. The nature and length of the emergency will determine whether or not this becomes a requirement. If a large percentage of the workforce is unable to come to work because of physical disaster which prevents travel or mandated social distancing related to public health emergency, the use of telecommuting will be mandated by the Commissioner at that time.

Currently the department is making an effort to cross train employees to perform tasks which may be required in a disaster. Certain staff may need additional security clearances in various databases.

## **EMPLOYEE EDUCATION**

To educate employees on the importance of the emergency workforce critical missions, a copy of the plan will be distributed to all employees. Directors, Managers, and Supervisors will develop quarterly training sessions to review the plan, and acquaint employees with their roles and responsibilities.

Employees in the chain of command for divisions designated as mission critical will be provided with a list of responsibilities and cross-trained to perform all necessary functions.

Communication regarding the declaration of an emergency or the implementation of the Emergency Workforce Management Plan will be made to all agency employees via established communication plans within the divisions. The Commissioner will notify the executive leadership team, and each member of that team will notify the division directors under their area of responsibility.

## **COMMUNICATION STRATEGIES**

### **Initial Employee Communication**

The Commissioner Office provides all division directors with a complete list of employees including home/cell/alternate telephone numbers, home e-mail addresses and another means of contact on a regular basis, and the staff is expected to keep a copy of the information both at home and at the office. The Commissioner will communicate with the Deputy Commissioner, Assistant Commissioner, and Legal Counsel and other direct reports. The Assistant Commissioner will assume responsibility for communicating with directors and advising them regarding communication with staff. Emergencies declared by order of the governor will be broadcast on local television and radio in the affected areas. General Service's employees may also utilize its website and/or intranet as means of communicating with employees.

All members of the executive leadership team as well as division directors are provided with a complete list of agency employees including home/cell/alternate telephone numbers, home email addresses and any other means of contact on a regular basis, and are expected to keep a copy of this information both at home and at the office. Emergencies declared by order of the governor will be broadcast on local television and radio in the affected areas. General Services may also utilize its website and/or intranet as means of communicating with employees.

### **Ongoing Communication with Employees and Others**

Commissioner's Office will perform the following roles: liaison with the Governor's Communication Office in responding to media inquiries; preparing and disseminating news releases on division services that have been suspended or temporarily limited; and monitoring media reports to ensure that information being reported is clear, consistent, accurate and timely.

Additionally, the Commissioner's Office staff will be tasked with developing messages, talking points, fact sheets and visual aids to assist with communication efforts during various stages of a pandemic or other disaster; developing and posting messages on the agency website; and communicating directives to employees as necessary.

All department directors will make a daily report to the appropriate Deputy/Assistant Commissioner. Employees who cannot reach their direct supervisor should attempt to reach the next person in the chain of command for their division or the department's main phone line OR the Commissioner's Office.

Employees may be instructed as necessary to utilize e-mail, text messaging or the State Employee Information Line to report their availability to work each day.

All employees who take reports from employees regarding their availability to work should be trained regarding the confidentiality of personal health information and the appropriate information which may be shared.



General Services Information Technology will develop step-by-step instruction for the use of conference phones and bridge lines (including phone numbers and total number of callers who can be accommodated on each call) and provide that information to all department directors for dissemination to appropriate staff. Instruction sheets will also be placed in close proximity to each conference phone for quick reference.

The Information Technology will provide copies of the emergency management workforce plan to all employees by electronic or other means.